

DDI #02458-85
21 May 1985

NOTE TO: Executive Director
FROM : Deputy Director for Intelligence
SUBJECT: DCI Seminar

Jim -

1. As I said at the staff meeting the other day, I believe that the seminar subjects are too programmatic or anecdotal and do not reflect some of the complicated "gray area" management problems that senior officers in this Agency will come up against. I think that the kind of people we have identified for this program will only be marginally interested in what I regard as essentially sales pitches by various people. (S)

2. I would suggest consideration of some of the following more difficult and potentially embarrassing topics:

[Redacted]

-- What failures of management in DDA and DDI led to the initial SAFE disaster, what lessons were learned and what measures have been taken to prevent a repetition?

[Redacted]

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EXEC
REG

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- Are we giving policymakers too little of the day to day intelligence they crave and too much that is interesting, but not particularly important to their needs?



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- Is Congressional Oversight a failure? Are poor CIA congressional relations inherent or the result of bad tactics and poor CIA political intelligence?
- Does the Agency genuinely have Agency-wide priorities in the budget process or is it essentially a political document resulting from brokered negotiations among the Directorates? (S)

3. Some of these may not be entirely on the mark, but I would argue would elicit far greater interest on the part of those who are participating and would be more akin to the real problems that they will face than the issues presented in the paper we received. (S)



Robert M. Gates

25X1

cc: DDA
DDO
DDS&T

DDI/RMGates:de

Distribution:

- Orig - Adse (w/incoming)
- 1 - ER (w/incoming)
- 1 - DDA (w/incoming)
- 1 - DDO (w/incoming)
- 1 - DDS&T (w/incoming)
- 1 - DDI Registry (w/incoming)
- 1 - DDI Chrono (w/incoming)

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17 May 1985

DCI SEMINAR

What It Is

A continuing series of presentations at Headquarters designed to explore, with senior Agency people, selected management issues.

Purpose

To create an opportunity to broaden perspectives by delving into a broad range of management challenges to which, individually, many of our managers would not normally be exposed. The program, which in essence is a joint venture between Agency executives and senior managers, is intended to add to our overall effort to ensure that our organization and its people continue moving forward in an increasingly difficult environment.

Why It Is Needed

The Agency's emphasis on specialization affords too few managers the opportunity to develop a global view of Agency problems, a perspective which is of growing importance as we deal with the increasingly complex issues facing both the intelligence profession and the Agency. A forum for sharing successes in resolving tough management and leadership challenges should help us expand our management horizons. The use of real-life strategic problems will provide a rare opportunity to hear how actively engaged managers, inside and outside the Agency, are responding to such challenges as they pursue their agendas.

Who Runs the Program

The program, which is informal, will be managed jointly by Agency executives. Sessions will be held about once a month, late in the day, and will run no longer than two hours. Each gathering will be chaired on a rotating basis by the Executive Director, the Deputy Directors, and their Associates.

Who Will Attend

Attendance will be by invitation only, both to ensure the broadest exposure to the maximum number and to keep individual audiences small enough--no more than 30-40 people--to encourage a frank and useful dialogue. The Deputies will determine who from their respective directorates will attend each session, with selection limited to fairly senior people.

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Subject Matter

Presentations will focus on the elements contributing either to the successful resolution of a variety of important problems or to taking advantage of perceived opportunities, not on the problems themselves. They will be held in room 1A07 Hqs, from 1600-1800. The schedule for the balance of 1985 looks like this:

18 June	Bill Donnelly	How one man thought the DO's Information Management Staff could better support operations.
16 July	Bob Kohler	How the Agency works side-by-side with industry to get an important job done (the Area 58 story).

August (nothing scheduled)

17 September

15 October

19 November

17 December

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Miscellaneous

ExDir will be providing each Deputy with blank invitations and background material for prospective attendees.

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